

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Personnel Initiatives

**PERS 79-3392**

79-4119/1

FROM:

Harry E. Fitzwater  
Director of Personnel  
5 E 58

EXTENSION

NO.

DATE

31 May 1979

OGC-7C4/STATIN  
5289

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director of Central Intelligence

2. DCI

Rec'd  
4 June 79

6/4/79  
14 JUN 1979

UP 64  
[initials]

You may wish to discuss this. Harry's response appears quite positive.  
[signature]

3. DD/Pers

JUN 1979

[initials]

4. [initials]

[initials]

5. DD/Pers

6. [initials]

7. DD/PA/E

4/3/81

4/6

[initials]

Helen,  
Please hold.  
[initials]

9. C/HRPS

10. Stan - as much as this is in your area. suggest you keep. Pete

11. [initials]

12. [initials]

13. [initials]

14. [initials]

15. [initials]

4-7  
Pete,  
An old paper that you may wish to review and hold in your files.  
CC: DD/A  
[signature]

For 3:00 o'clock meeting  
this afternoon subject:  
Recruiting Professionals for  
NFAC and DDS+T.

Heber

JUL 1976

MEMORANDUM FOR: Deputy Director for National Foreign Assessment  
Deputy Director for Science and Technology

FROM: Harry E. Fitzwater  
Director of Personnel

SUBJECT: Recruiting Professionals for NFAC and DDS&T

1. In a recent memorandum, the Director of Central Intelligence made a proposal for recruiting professionals with advanced degrees. His proposal is quoted below:

"In recruiting professionals for NFAC and possibly other directorates, might we not be well served if, rather than seeking the BA/MA/PhD type exclusively, we consider as an equivalent the individual with a Bachelor's degree from a strong college plus two post-BA, but non-PhD degrees--one in a substantive field, the other in a technical field? These individuals, though certainly limited in number, have been characterized by some educators as the 'wave of the future.' The arguments educators use which seem especially applicable to our needs are:

- ° Given the interdisciplinary thrust which we seek, the two-MA type will be able to handle interdisciplinary problems better by virtue of having graduate degrees in two different fields. That this breadth will enable him to integrate knowledge better within his own analytic capabilities;

- ° Will be more flexible, open-minded, open to evidence from diverse sources and also more articulate because he is less influenced or biased than the individual coming from a single discipline or school; and

- ° That he may develop stronger loyalties to the Agency or public service in general than the PhD who often has a stronger loyalty to his disciplinary field.

"Whether or not this rationale is totally valid, it might be worth our looking at this type of individual because certainly they possess rather unique capabilities; their numbers may be growing; and, in many ways, they may fulfill our future needs as well if not better than the traditionally educated PhD."

2. My reply to the above is quoted:

"This appears to be a good idea but I believe we should obtain some input from DDS&T and NFAC since they are the primary offices involved. My concern is that excluding the Ph.D type seriously limits our ability to fulfill ongoing requirements. Without studying this further it would seem to me that one way of accomplishing the 'two-M.A. type,' described by the Director, would be to allow the individuals already on board and those we recruit to acquire the other M.A. at Agency expense after hours. The least we can do is to study the problem to be sure, as indicated by the Director, that his rationale is valid. I will discuss this with NFAC and DDS&T."

3. As noted above, it may be quite difficult to find the two M.A. types, if you agree that they are what you need. The Agency's reduced external training budget may preclude an early consideration of an Agency-sponsored program for the second M.A. Nevertheless, it should not be ruled out since it would appear to be appealing for both applicants and current employees. Some commercial companies are currently using this enticing approach in their advertisements.

4. I would appreciate your consideration of the Director's proposal and give me your comments, as I will be available to discuss the proposal at your earliest convenience.

Harry E. Fitzwater

Harry E. Fitzwater

cc: D/OTR

Distribution:

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D/Pers/HEFitzwater:kav (6 Jul 79)

79-4119

22 May 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM: Director of Central Intelligence  
SUBJECT: Personnel Initiatives

Here are some personnel ideas that are kicking around the campus.

a. Harry Fitzwater should be nearing completion of a project he started as Director of Training to use computer modelling techniques to determine personnel requirements for the DDO for the next 5-10 years. When Harry has something to look at, let's get together and see whether or not this route might be profitable to follow for the other directorates. If it seems to be, and if the results can be made to keep abreast as requirements change, then wouldn't this enable us to give more precise qualitative goals to our recruiters in the field?

b. In recruiting professionals for NFAC and possibly other directorates, might we not be well served if, rather than seeking the BA/MA/PhD type exclusively, we consider as an equivalent the individual with a Bachelor's degree from a strong college plus two post-BA, but non-PhD degrees--one in a substantive field, the other in a technical field? These individuals, though certainly limited in number, have been characterized by some educators as the "wave of the future." The arguments educators use which seem especially applicable to our needs are:

° Given the interdisciplinary thrust which we seek, the two-MA type will be able to handle interdisciplinary problems better by virtue of having graduate degrees in two different fields. That this breadth will enable him to integrate knowledge better within his own analytic capabilities;

° Will be more flexible, open-minded, open to evidence from diverse sources and also more articulate because he is less influenced or biased than the individual coming from a single discipline or school; and

° That he may develop stronger loyalties to the Agency or public service in general than the PhD who often has a stronger loyalty to his disciplinary field.

Whether or not this rationale is totally valid, it might be worth our looking at this type of individual because certainly they possess rather unique capabilities; their numbers may be growing; and, in many ways, they may fulfill our future needs as well if not better than the traditionally educated PhD.

c. When we have settled on the personnel requirements for each directorate, consider consulting with the Educational Testing Service or a comparable organization to take a comprehensive look at our personnel requirements and how well they are revealed by our battery of entry screening tests. We have been using the same kinds of tests for quite awhile with apparent success, but perhaps we could do better.

d. Take a look at the idea of a fundamental training/orientation year for all new entry-level professionals as an alternative to the present CT Program. I recognize that the DDO gets most of its people via the CT Program and is very committed to it. But, if that route has been successful for the DDO, why would it not also be good for other entry-level professionals as well? A uniform training year at entry would give us the opportunity to look at all new recruits and sort them out according to how they do and where their interests lie. The training period might have a somewhat more general content than the present CT Program and include a systematic rotation among all the major directorates and components. The recruits would be exposed to the entire organization, and each component could look over the recruits. The recruit and the Agency would be able to make a more informed decision on where the recruit fits best. It might also help to break down internal parochialisms if we start the recruit off with a broad perspective of the whole Agency rather than isolating him immediately in one directorate.

e. The Student Trainee and Graduate Intern Programs seem to be excellent mechanisms for looking candidates over before we have to make a firm commitment to them. Should we expand either program? Should we develop additional programs perhaps to include other categories of candidates?

  
STANSFIELD TURNER